International MBA – Magnolia & Nuphar Classes

Strategic Human Resources Management (209.4875)
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Course Objective:
The objective of the course is to provide a strategic framework for understanding the Human Resources management in its organizational context. The course will present an integrative approach to Human Resources, emphasizing the strategic approach. The course aims at providing the students with understanding of the various contingencies and alternatives facing managers in designing Human Resources integrated systems, in congruence with the organizational environment and its business strategy.

Course Structure:
The course will consist of eight modules, as detailed below. Since studying is based on case and class discussions, and exchanging of the students' ideas and experiences, participants will be encouraged to take an active part and share their managerial experiences and quandaries with the class. Students are, therefore, expected to attend and participate in all class sessions.

Course Assignments:

1. **Articles:**
    The class will be divided into groups consisting of a maximum of 3 students per group. Each group* (5 groups of 3 and 1 group of 4) will be assigned **two articles**. Members of the group will be required to read, analyze, summarize in writing (no more than 3 pages) and distribute to the rest of the students one of the articles (at their discretion). The second article will be presented in class by the group. The presentation will be limited to 15 minutes, in which the group is requested to briefly describe the main messages of the article and use the majority of the time to discuss, one major dilemma, issue or thought they have picked up from the article, with the class.
    (See below list of articles).

2. **Case studies:**
    Students are encouraged to work in groups of 3 members (4 groups of 3 and 2 groups of 4) in reporting their cases. The case report will be limited to 4 pages. See case review questions for class discussions and for report, (See guiding questions below).

3. **Final Project:**
    The work will be done in groups of 3 students (4 groups of 3 and 2 groups of 4). The group will first be requested to identify an HR strategic issue of a chosen organization. A strategic issue is one that deals with the question of "if and how organizations should prepare themselves for a future event that is predicted to take place in its external environment and to have an impact on the organization itself". Examples include changes in technology, changes in competition, etc.

Your group has been appointed as a consultant to the organization's HR management. Please write a consulting report (no longer than 5 pages) as follows:

- State the strategic issue chosen and explain why it is strategic. and your recommendation of how to resolve the issue.
- Give a brief description of the organization, its environment and its business strategy.

- Briefly describe how the strategic issue affect (if at all) the other HRM subsystems in the organization
  Discuss the impact of the strategic issue you have chosen on each one of the subsystems. Give your recommendations as to what management must implement in order to cope with the strategic issue you have identified and its impact on the organizational HR strategy

Grading Structure:

Article report and presentation	30%
Case reports and participation	35%
Final project	35%

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Course Topics, and Suggested Readings

Module 1-2: Management – The System Approach and the environment
Baron, J. N. (1999). *Strategic human resources: Frameworks for general managers*. New York John Wiley and Sons, Pages17-38.

Module 3: Organizational Culture as a Management Tool - The Organizational Value System and HRM
Rosenthal, J and Masarech, M.A. (2003). High-Performance Cultures: How Values Can Drive Business Results. Journal of Organizational Excellence, Spring.
Büschgens, T., Bausch, A., & Balkin, D. B. (2013). Organizational culture and innovation: A meta-analytic review. Journal of product innovation management, 30(4), 763-781.

Module 4: Change Management and HRM Role as Change Agent
Santhidran, S., Chandran, V. G. R., & Borromeo, J. (2013). Enabling organizational change–leadership, commitment to change and the mediating role of change readiness. Journal of business economics and management, 14(2), 348-363.

Module 5: Human Resources Strategy – Approach, Parameters, Models and Impact on Company Performance
Allen, M.R., and Wright, P.M., (April 2006). Strategic Management and HRM. Department of Human Resource Studies School of Industrial and Labor Relations Cornell University Ithaca, NY http://www.ilr.cornell.edu/cahrs

Module 6: The Reward Subsystem Strategy- Compensation Theories, Internal and External Equity
Massingham, P. R., & Tam, L. (2015). The relationship between human capital, value creation and employee reward. Journal of Intellectual Capital, 16(2), 390-418.

Module 7: Talent Management
Nancy R. Lockwood, Talent Management: Driver for Organizational Success, 2006 SHRM®
Research Quarter

Module 8: International Management people aspect – Characteristics, Differences and Strategic Issues
Bamberger, P.A., Biron, M., and Meshoulam, I., (2014) Human Resource Strategy. New York, Routledge, Chap .10 Pp: 215-227
Taylor, S Beechler, S and Napier, N "Toward an Integrative Model of Strategic International Human Resource Management" Academy of Management Review, 1996, 21, 4 959-985

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Article List

Following is a list of articles divided into 5 groups. Each group will consist of 3-4 students. Each group will present to the class one article and report a summary of another in writing. (See above in Course Assignments: Articles)

1. Team "A" – The Nature of HR – Module 1-2
Ulrich, D. and Younger, J. (2008). The Twenty First Century HR Organization. Human Resource Management, 47(4), 829-850.
Colbert, A., Yee, N., & George, G. (2016). The digital workforce and the workplace of the future. Academy of Management Journal, 59(3), 731-739.

2. Team "B" - Organizational Culture – Module 3
Schein, E.H "Three Cultures of Management: The key to Organization Learning", Sloan Management Review, fall 1996.
Ravasi, D., and Schultz, M. (2006) Responding to organizational Identity Threats: Exploring the Role of Organizational Culture. Academy of management. 49(3), 433-458.
Wei Zheng, Qing Qu and Baiyin Yang, Toward a Theory of Organizational Cultural Evolution, Human Resource Development Review 2009; 8; 151

3. Team "C" - Change Management – Module 4
Strebel, P. "Why Do Employees Resist Change?" Harvard Business Review, May/June, 1996, 86-92.
Ulrich, D., Younger, I., Brockbank, W., and Ullrich M.D. (2013). The State of the HR Profession. Human Resource Management, 52 (3), 457-471.
Gina Gotstill and Matchez, M.," From Resistance to Acceptance: How to Implement Change Management. Training and Development, November 2007 pp24-26.

4. Team "D" - Human Resource Strategy – Module 5
Becker, E.B and Huselid, M.A "Strategic Human Resources management in five leading Firms" HRM, winter 1999, 38, 4:287-301.
Mathew R. Allen and Patrick M. Wright, Strategic Management and HRM, April 2006, W O R K I N G PAPER S E R I E S, Paper 06 – 04, Department of Human Resource Studies, School of Industrial and Labor Relations, Cornell University

5. Team "E" Reward Strategy – Module 6

Lawler, E.E. and Cohen, S.G. "Designing Pay Systems for Teams", American Compensation Association Journal, ACA 1992, 6-19

Kerr, S "On the Folly of Rewarding A While Hoping for B" Academy of Management Executive, 1995, 9, 1:7-1.

Larkin, I., Pierce, I., and Gino, F. (2012). The psychological Costs of pay for Performance. Implications for the Strategic Compensation of Employees. Strategic Management Journal, 33, 1194-1214

6. Team "F" - Talent Management

Robert E. Lewis, Robert J. Heckman. Talent management: A critical review. Human Resource Management Review 16 (2006) 139–154

Peter Cappelli, (2008) Talent Management for the Twenty-First Century, Harvard Business Review, March, 1-8, Reprint R0803E

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Cases: guiding questions

Case I: Alcon Laborites, Inc.

What is the major issue Mr. George Leon faces? Why? What would be his first priority in dealing with the issues?

What are Alcon's strategic alternatives to resolve the main issue? What strategy would you recommend Alcon to adopt? Why? What is the impact of your recommended strategy on Alcon Human Resources practices?

What, if any, lessons are there in the Alcon's example for your own organizational experiences?

Case II: HP Culture

What is Lou Platt main problem? Why?

What is the relation between the Organization Business Strategy, at the various growth periods, and the organization culture?

What are the main values in HP culture? What are the major tools used to cultivate them in the organization? Can they be changed?

Is there any relation between the organization ability to grow and the organization culture? What is it?

Is there any conflict between HP values and its international subsidiaries? What is the result of such a conflict? Can it be resolved? At what cost?

What is your critique of HP way? Can you relate it to your own organization?

CV of the Lecturer

Professor Ilan Meshoulam has been teaching since 1989 in several MBA Programs in Israel, successively at Tel Aviv University, the Technion and Haifa University. He was also the distinguished Professor of HRM at SIMBA, Shanghai International MBA (Tongji University) and a guest lecturer on HRM in many corporate seminars.

Until 1999 he was the Head of the MBA Program at the Technion. From 2004 to 2007 he was the Head of the Graduate Management School at Haifa University where he created several new programs.

Previously he had served as VP, Management Resources and administration, at Indigo Ltd, Co CEO at Intel Co, Israel, VP Human Resources at Elscint and at Elbit, and Director of HRM at CDC and DEC in the US.

MBA and DBA from Boston University, BA (Finance) and MBA American University' BA accounting Haifa University. Professor Meshoulam brings together his long experience in the corporate world and in Academia.